

**BY ORDER OF THE COMMANDER
341ST SPACE WING**



**MALMSTROM AIR FORCE BASE
INSTRUCTION 36-2801**

7 MAY 1999

Personnel

**MALMSTROM AFB AIRMAN/
NONCOMMISSIONED OFFICER (NCO)/
SENIOR NCO OF THE QUARTER AND YEAR
PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(CMSgt David W. Taylor)
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This instruction implements AFD 36-28, *Awards and Decorations*, and AFI 36-2805, *Special Trophies and Awards*, and establishes the Airman/NCO/Senior NCO of the Quarter and Year program for Malmstrom Air Force Base (MAFB). It assigns responsibility, prescribes procedures for its operation, and provides selection criteria. It applies to all active duty Air Force personnel assigned to the 341st Space Wing and subordinate units, and personnel assigned or attached to, or supported by, Malmstrom AFB.

SUMMARY OF REVISIONS

This revision defines more specific responsibilities from wing to squadron level (paragraphs **2.2.** and **2.3.**); changes the requirement to submit a board member's name from 2 weeks prior to 1 week prior, changes the number of copies of a package to be submitted from five copies to seven copies, and adds the requirement for board members to be Senior NCOs (**2.3.**); adds responsibilities for 341 SW/CCEA (**2.5.**), for the First Sergeants' Council (**2.7.**), for Board Members (**2.8.**), and for the Quarterly/Annual Competitors (**2.9.**); changes the month that the yearly award winners will be selected from January to February and states that quarterly/annual winners cannot compete for consecutive awards in the same category for at least one year (**3.**); changes the number of board members from five to six and adds reasons and procedures to follow if a nominee cannot meet the board at their appointed time (**3.1.**); adds standardized board times by specific group and category being represented (**3.1.1.**); adds requirement for board member brief/feedback (**3.1.2.**); rescinds the 5x8 card format and provides explanation/requirements for utilization of AF Form 1206 for quarterly submissions (**3.2.** and **Attachment 1**); states that board members will score packages instead of ranking them and changes the primary focus of submissions (**3.4.**); changes the evaluation criteria the board members will use to score each individual (**3.5.**); changes the number of questions to be asked by each board member from two questions to one question and one alternate question (**3.6.**); assigns each group's board members certain chapters from which to develop questions and

changes the chapters Airmen and NCOs are responsible for studying ([Table 2.](#)); adds requirements for question construction ([3.6.1.](#)); adds requirements for current event questions ([3.6.2.](#)); changes the requirement for Senior NCO questions ([3.6.3.](#)); adds individuals who do not meet fitness requirements to the ineligibility section ([5.3.](#)); deletes the "Air Force or Civilian Awards, Prizes, Titles, etc." category from the yearly submission package ([Attachment 2](#)); makes changes to the Wing Nomination Worksheet ([Attachment 3](#)); deletes the attachment of a Wing Nomination Worksheet to the Annual Nomination Cover Letter ([Attachment 4](#)); changes the name and contents of the Board President Instructions to the Board President Requirements ([Attachment 5](#)); and adds two new attachments ([Attachment 6](#) and [Attachment 7](#)). A bar (|) indicates a revision from the previous edition.

1. General . This program is designed to give proper recognition to individuals selected as Airman, NCO, and Senior NCO of the Quarter and Year. Nominees will be judged on the criteria defined in paragraph [3.](#), Procedures. All enlisted personnel assigned to MAFB, with the exception of first sergeants, are eligible to compete. First sergeants are recognized via the First Sergeant of the Year Program. Group and squadron processes should coincide with the selection process outlined in this instruction.

2. Responsibilities :

2.1. The Commander, 341st Space Wing (341 SW/CC): Approves all selections of the Airmen, NCOs, and Senior NCOs of the Quarter and Year.

2.2. The 341st Space Wing, Command Chief Master Sergeant (341 SW/CCC): Provides oversight and management of the base recognition program while providing guidance/assistance to the First Sergeant Council on all matters pertaining to these programs. The 341 SW/CCC or designated representative will serve as board president in a non-voting member capacity. However, he or she will score each package and vote to break a tie. During the month of January, the 341 SW/CCC will establish and publish an awards schedule announcing the dates packages are due to the command section, dates of boards, and dates of ceremonies. The board president has the responsibility for ensuring the board is conducted in accordance with paragraph [3.](#) and [Attachment 5](#).

2.3. The wing staff, groups, and associate units: Will deliver nomination packages to the wing command section no later than close of business of the day established by the 341 SW/CCC in the awards schedule (paragraph [2.2.](#)). Nomination packages will be reproduced in seven copies and placed in a folder marked Airman, NCO, or Senior NCO. Nomination packages received after the suspense date will not be allowed to compete for recognition unless approved by the 341 SW/CCC or designated representative. In addition, each will provide the 341 SW/CCC the name of a board member no later than 1 week prior to the scheduled board date. Board members must be a SNCO.

2.4. Associate units: All associate units are encouraged to participate in the 341st Space Wing's quarterly/annual awards recognition programs. The requirements and guidelines of this instruction will apply.

2.5. 341 SW/CCEA: Receives all nomination packages from the groups/associate units for board competition. Provides support and assistance to the 341 SW/CCC, as needed. Will ensure the conference room is established and prepared prior to board competition and provides copies of all packages to the selected board members at least 3 days prior to the competition board. Ensures applicable

awards are available for the award winners and coordinates the notification of selectees to applicable points of contact and local sponsors prior to the awards program.

2.6. Group/squadron commanders: Responsible for ensuring all nomination packages are in accordance with this instruction and nominees are properly prepared to meet the recognition boards when required.

2.7. First Sergeant Council: Supervises and establishes the quarterly/annual recognition ceremonies with the advice and guidance of the 341 SW/CCC. Will develop procedures to establish an emergency board relocation, should the need arise.

2.8. Board Members: Must prepare one question and an alternate in accordance with assigned areas of responsibilities (see paragraph 3.6.). Questions will be constructed in accordance with the guidelines established in paragraph 3.6.1. and must be provided to the 341 SW/CCC no later than 2 days prior to board competition.

2.9. Quarterly/Annual Competitors: Each individual who competes for the quarterly/annual process must prepare themselves in accordance with paragraph 3.6. and **Attachment 6, How To Prepare and Meet a Board.**

3. Procedures . The Malmstrom Air Force Base Airman, NCO, and Senior NCO of the Quarter will be selected in the competition months of April, July, October, and January of each year. The Airman, NCO, and Senior NCO of the Year will be selected in February, after the quarterly awards selections, following the year of nomination. **NOTE:** Quarterly award winners are prime candidates for the annual honors, however, an individual does not have to be a quarterly winner to compete for annual award honors. All group commanders, associate unit commanders, and the 341 SW Director of Staff may submit one nomination per category. Individual winners cannot compete for consecutive awards in the same quarterly/annual competition category for at least one year.

3.1. The quarterly and annual awards boards will be comprised of six senior NCOs as board members and the 341 SW/CCC or designee as board president. The board will review each nomination package and interview nominees for each category. All personnel nominated must personally meet their respective board unless they are unavailable in the local area because of such things as a TDY, supporting mission requirements, or on emergency leave. Group commanders or equivalent will notify the 341 SW/CCC or designated board president immediately of any nominee who cannot meet the board because of circumstances such as these. The 341 SW/CCC or designated board president will approve or disapprove the member's absence from the board. If a member is excused from meeting the board, then the board will only evaluate the nomination packages of all personnel for that category. The 341 SW/CCEA will notify all members of that category that a board appearance is not necessary.

3.1.1. Board times. The Airman and NCO boards will be conducted in the morning and the Senior NCO board will be conducted during the afternoon on all competition days. Each competitor will be allowed 20 minutes to convince the board why they are the next Airman, NCO, or Senior NCO of the Quarter/Year. Standardized board times for each competition board are as follows:

Table 1. Standardized Board Times

<u>AIRMAN</u>	<u>NCO</u>	<u>SNCO</u>
OG - 0800	SPTG - 1000	SW - 1300
LG - 0820	MDG - 1020	RHS - 1320
SPTG - 0840	SW - 1040	OG - 1340
MDG - 0900	RHS - 1100	LG - 1400
SW - 0920	OG - 1120	SPTG - 1420
RHS - 0940	LG - 1140	MDG - 1440

3.1.2. Board Member Brief/Feedback. The board president will conduct a board member briefing, prior to competition, outlining the requirements for fairness, equality, and consistency when evaluating all nominees. He or she will also define feedback rules for board members by requesting any comments, suggestions, issues, or concerns be addressed on the back of the Enlisted Quarterly/Annual Score Sheet ([Attachment 7](#)). Each board member will be required to provide this feedback to their respective units.

3.2. Quarterly nomination packages will be completed on an AF Form 1206, **Nomination for Award**, in accordance with [Attachment 1](#). The information used to complete this form must include specific accomplishments for the quarter. Annual award nomination packages will be accomplished on an AF Form 1206, **Nomination for Award**, in accordance with the AF Form 1206 instructions for the 12 Outstanding Airmen of the Year in AFI 36-2805, *Special Trophies and Awards* and [Attachment 2](#). Accomplishments for quarterly/annual nominations will be limited to the period of the award and must focus on the impact of those accomplishments to the unit, group, and wing missions. A nomination worksheet ([Attachment 3](#)) must be completed on all wing nominees. A cover letter ([Attachment 4](#)), signed by the group commander/associate unit commander, must be accomplished/submitted for all annual award packages.

3.3. Nomination categories for quarterly and annual awards are Airman (AB through SrA), NCO (Sgt through TSgt), and Senior NCO (MSgt through CMSgt).

3.4. Quarterly and annual board members will evaluate and score each individual's nomination submission. The AF Form 1206 must state why this particular individual should be the next Airman, NCO, or SNCO of the Quarter/Year. The primary focus of each submission is to identify the individual's personal contributions and impact on the unit's, group's, and wing's missions based on exemplary duty performance, continuing professional development, and outstanding community involvement.

3.5. Board members will also evaluate and score each individual on their board performance using [Attachment 7](#), *Enlisted Quarterly/Annual Score Sheet*. This evaluation will consist of knowledge, dress and personal appearance compliance, individual confidence, bearing and behavior, and communicative skills to include delivery, response, and sincerity.

3.6. Each board member will develop one primary question and an alternate question, to be asked of each competitor, from the following chapters of Air Force Pamphlet 36-2241, Volume 1, *Promotion Fitness Examination (PFE) Study Guide - 1 July 1999*, as assigned.

Table 2. Question Development and Study Guide by Category and Chapter

<u>CATEGORY</u>	<u>UNIT</u>	<u>CHAPTER</u>	<u>TITLE</u>
AIRMAN	OG	03	Air Force History
	LG	04	Enlisted Heritage
	SPTG	07	Military Customs & Courtesies
	MDG	08	Standards of Conduct
	RHS	09	Standards of Appearance
	SW	-----	Current Events (military nature)
NCO	SW	06	NCO Leadership
	RHS	10	Enforcing Standards
	MDG	11	NCO Supervisory Responsibilities
	SPTG	14	Personnel Programs
	LG	17	Communicating in Today's Air Force
	OG	-----	Current Events (military nature)

3.6.1. Question Construction. Questions for the Airman, NCO, and Senior NCO quarterly/annual boards will be constructed to be thought-provoking while eliciting a thoughtful answer, e.g., "Please explain..." or "How does this impact you..."

3.6.2. Current Events. Questions should be timely and reflect military issues pertinent to Air Force personnel.

3.6.3. Senior NCOs will be asked opinionated questions concerning Air Force issues, policies, events, or things from the Promotion Fitness Examinations (Vol 1 and 2).

4. Eligibility . All enlisted members assigned to MAFB are eligible to compete for quarterly and annual honors provided they have not been rendered ineligible per paragraph 5. Quarterly nominees will compete in the category commensurate with their grade at the end of each quarter. If a quarterly award winner is promoted, sometime during the year, they will compete for annual honors in the grade category they held for the majority of the competition period.

5. Ineligibility . The following personnel are not eligible for nomination of quarterly/annual awards:

5.1. Individuals who received administrative, non-judicial, or judicial actions during the specified award period which result in the establishment of an active Unfavorable Information File (UIF) or Control Roster action.

5.2. Individuals failing to progress satisfactorily within their Air Force specialty.

5.3. Individuals who do not meet fitness requirements in accordance with AFI 40-501, *The Air Force Fitness Program*.

5.4. Individuals who do not meet body fat standards in accordance with AFI 40-502, *The Weight Management Program*.

5.5. Individuals who received prior recognition as a quarterly/annual award winner are ineligible to compete for “back to back” quarterly/annual awards in the same category.

6. Uniforms . Service dress will be worn by all board members and nominees. Uniform combination for the male board members and nominees is the service dress uniform with low-quarter shoes. Female board members and nominees will wear skirt or slacks with black pumps or oxford shoes.

J. GREGORY PAVLOVICH, Colonel, USAF
Commander

Attachment 1

AF FORM 1206 (QUARTERLY SUBMISSION)

NOMINATION FOR AWARD		
AWARD OUTSTANDING AIRMAN OF THE QUARTER		CATEGORY AMN/ANCO/SNCO
AWARD PERIOD 1 Jan - 31 Mar 1999		
RANK/NAME OF NOMINEE (Last, First, Middle Initial) SRA/DOE, JOHN J.		SSN 001-01-0001
DAPS/DUTY TITLE 2MOX 1/Electronics Laboratory Technician		
MAJCOM AFSPC	UNIT/OFFICE SYMBOL/STREET ADDRESS 341 MXS/LGMSE, 21 77th Street North, Suite 144	
BASE/STATE/ZIP CODE Malmstrom AFB MT 59402-7538		TELEPHONE (DSN & Commercial) 632-3007/406-731-3007
RANK/NAME OF UNIT COMMANDER (Last, First, Middle Initial) Col Jones, John J.		
SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)		
LEADERSHIP AND JOB PERFORMANCE IN PRIMARY DUTY (0 - 30 points) 1. Include bullet statements identifying the accomplishments the nominee has completed during the nomination period. Signify the impact the nominee's accomplishments had on the effectiveness of the unit, wing, or Air Force mission. Bullets must strictly be held to a maximum of 15 lines as shown. 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15.		
LEADERSHIP QUALITIES (Social, Cultural, and Religious Activities) (0 - 10 points) 1. Include bullet statements identifying the tangible and intangible contributions to the military or civilian community's welfare, morale, or status during the nomination period. Bullets must strictly be held to a maximum of 10 lines as shown. 2. 3. 4. 5. 6. 7. 8. 9. 10.		
SIGNIFICANT SELF-IMPROVEMENT (0 - 10 points) 1. Include bullet statements demonstrating the nominee's efforts to improve himself or herself through off-duty education, achievements in professional or cultural societies or associations, development of creative abilities, and so on, during the nomination period. Bullets must strictly be held to a maximum of 5 lines as shown. 2. 3. 4. 5.		
OTHER ACCOMPLISHMENTS (0 - 10 points) 1. Include bullet statements identifying other accomplishments that set the nominee apart from his or her peers or others of higher grades. Bullets must strictly be held to a maximum of 5 lines as shown. 2. 3. 4. 5.		
ARTICULATE AND POSITIVE REPRESENTATIVE OF THE AIR FORCE (0 - 5 points) 1. Include bullet statements that demonstrate the nominee's ability as an articulate and positive enlisted member of the Air Force during the nomination period. Bullets must strictly be held to a maximum of 5 lines as shown. 2. 3. 4. 5.		

Attachment 2

AF FORM 1206 (ANNUAL SUBMISSION)

NOMINATION FOR AWARD		
AWARD OUTSTANDING AIRMAN OF THE YEAR	CATEGORY AMN/NC/SNC O	AWARD PERIOD 1 JAN - 31 DEC 97
RANK/NAME OF NOMINEE (Last, First, Middle Initial) SRA/DOE, JOHN J.		SSN
DAPS/DUTY TITLE 2M052/Missile Handling Team Chief		
MAJCOM AFSPC	UNIT/OFFICE SYMBOL/STREET ADDRESS 341 MXS/LGMGM, 21 77th Street North, Suite 144	
BASE/STATE/ZIP CODE Malmstrom AFB, MT 59402-7538		TELEPHONE (DSN & Commercial) 632-1234/406-731-1234
RANK/NAME OF UNIT COMMANDER (Last, First, Middle Initial) Colonel Jones, John J.		
<p>SPECIFIC ACCOMPLISHMENTS (Use single-spaced, bullet format)</p> <p>*NOTE: Use Font "Times New Roman" 10 Point</p> <p>This section must be completed in bullet format. Selection will be based on a combination of the following areas. In order for the nomination to be competitive, accomplishments must be addressed strongly and specifically in each of these areas:</p> <p>LEADERSHIP AND JOB PERFORMANCE IN PRIMARY DUTY: The member's leadership and job performance in the primary duty, including development of new techniques, must have significantly contributed to increased mission effectiveness during the award period.</p> <p>LEADERSHIP QUALITIES (Social, Cultural, and Religious Activities): The member must have contributed to the military or civilian community's welfare, morale, or status during this period.</p> <p>SIGNIFICANT SELF-IMPROVEMENT: The member must have shown this improvement through off-duty education, achievements in professional and/or cultural societies/associations, development of creative abilities, etc., during this period. Ensure only credit hours earned during this award period are included.</p> <p>OTHER ACCOMPLISHMENTS: The nature and results of these accomplishments during this award period must set the individual apart from others of equal grade.</p> <p>ARTICULATE AND POSITIVE REPRESENTATIVE OF THE AIR FORCE: Demonstrated ability as an articulate and positive enlisted member of the Air Force during this period.</p> <p>*NOTE: While no points will be deducted for minor formatting deviations, the absence of any major category will definitely affect the evaluation of the nomination package. It will be at the president's option whether to deduct for major formatting deviations.</p> <p>*NOTE: Justification cannot exceed two pages.</p> <p>*NOTE: The nomination must contain specific facts of a nominee's contributions during this award period only. To ensure the competitiveness of all nominations, each of the headings must be specifically addressed, reflecting a whole person concept. Accuracy of the information determines the integrity of the package. If for any reason the integrity of the package is determined to be compromised, it will be returned without being scored.</p>		

Attachment 3

**WING NOMINATION WORKSHEET
(FOR AIRMAN/NCO/SENIOR NCO OF THE QUARTER/YEAR)**

TYPE OF AWARD: _____

FULL NAME: _____ RANK: _____

SQUADRON/UNIT: _____

HOME ADDRESS: _____

TIME IN SERVICE: _____ HOMETOWN: _____

DATE ARRIVED MALMSTROM: _____

GUEST NAME & RELATIONSHIP: _____

PARENT'S FULL NAME & ADDRESS: _____

Attachment 4

ANNUAL NOMINATION COVER LETTER

MEMORANDUM FOR 341 SW/CC

FROM: (Originator's Functional Address)

SUBJECT: Airman/NCO/Senior NCO of the Year Nomination

1. _____ is nominated for Airman/NCO/Senior NCO of the Year for
_____ (nomination year).

2. Personal Data:

- a. Organization:
- b. Duty Section:
- c. Duty Title/Position:
- d. AFSC:
- e. TAFMSD:
- f. DOR:
- g. Education Level: (College credits earned to date. List educational pursuits during award period.)

GROUP COMMANDER/UNIT COMMANDER

Attachment:

AF Form 1206, **Nomination for Award**

Attachment 5**BOARD PRESIDENT REQUIREMENTS**

A5.1. Board president must review all selected member's questions prior to board competition. The board president is the final authority on questions used.

A5.2. The board president will brief all board members on the following items prior to competition start times:

A5.2.1. Board Oath. "I solemnly swear that I will perform the duties imposed upon me without prejudice or partiality, having in view both the special fitness of the airman and efficiency of the United States Air Force."

A5.2.2. You must be fair, impartial, equitable, and consistent in your reviews and evaluations of each competitor. Take notes and/or make comments on the score sheets. Feedback is required amongst the board members and must be provided to your respective units.

A5.3. The president will welcome each nominee, provide an overview of board proceedings, and introduce each board member.

A5.4. The president will have the nominee tell the board about themselves; i.e., job, family, hobbies, goals in the Air Force, etc. Board members will then ask their questions and may, after the questioning portion is completed, ask questions concerning the nomination package when clarification or an explanation is required.

POST-BOARD

A5.5. The board president consolidates all board member evaluations and determines the winner based on the total score received. If a tie occurs, the president will apply his or her scores to determine a winner. Winner information will not be released to board members unless clarification on scoring is required.

A5.6. If the board president is not the 341 SW/CCC, the information on the winners will be briefed only to the Wing Commander, Command Chief Master Sergeant, and the 341 SW/CCEA.

Attachment 6**HOW TO PREPARE AND MEET A BOARD**

A6.1. Meeting an Awards Board. You've just been informed that you are going to meet an award selection board.

You ask yourself, "What do I do?", "How do I prepare?", and "What will be expected of me?" Meeting a selection board is one of the tougher challenges in an Air Force career. You must be able to speak and express your ideas in an articulate manner. Boards are not only interested in the nomination package, your knowledge of the material, and your appearance, but if you can think and act quickly under pressure.

A6.1.1. Meeting a board takes preparation, planning, practice, and patience.

A6.1.2. All selection boards are different. The people change, the board requirements may change, and the information will change. The following tips should help you be more successful in overcoming these obstacles.

A6.1.2.1. Appearance. Once you're notified, check your uniform. Don't wait till the last minute to fix anything. Have pride in your appearance. Wear the uniform proudly and make a strong statement about who you are.

A6.1.2.2. Polish your shoes and use edge dressing to make them sparkle. Make sure they are still shining when you arrive at the board location.

A6.1.2.3. Hair. Ensure you have a fresh haircut, sideburns and mustaches are properly trimmed, and you are clean shaven. Women must ensure their hair is appropriately styled, neat, and presentable.

A6.1.2.4. Hands. Ensure your fingernails are clean and hands are free of grease and dirt. Women must ensure they use conservative nail polish, if worn.

A6.1.2.5. Uniforms. Have someone else look at it for you.

A6.1.2.6. Ribbons. Ensure they are neat, clean, and serviceable. Consider buying a custom-made set of ribbons.

A6.1.2.7. Check yourself one last time before you make your presentation to the board.

A6.1.3. Getting Prepared. Study habits are the most important issue. Find a quiet place, get comfortable, and don't wait until the last minute to study (absorb the material).

A6.1.3.1. Read the newspapers; listen to the news; and watch things like CNN, MSNBC, etc.; for at least 7 days prior to the board to be current with world news events and happenings.

A6.1.3.2. Take time to think about things like your short/long term goals, what your job is, who you are (married, single, kids, spouse, etc.), your community involvement projects, why you deserve the particular recognition.

A6.1.3.3. Ask others to quiz you and test your knowledge. Also, ask advice of your supervisors or others who may have competed at these types of boards for anything that might help you be better.

A6.1.4. Reporting. Go see the competition room prior to the board and get a good feel for the layout. Practice getting in and out by the most direct method/route. Also, find out who the board president is so you will know about saluting or not.

A6.1.4.1. Before entering, take a deep breath or two, relax, stand up straight, and proceed to enter the room. Always KNOCK once before entering and wait until you are told to ENTER before proceeding in to the board room.

A6.1.4.2. Upon entering the room, take the most direct route to the president. Stop approximately 2 paces, centered on the president, and in front of your chair. Reporting instructions: "Sir/Ma'am, Sergeant Doe reports as directed to the NCO of the Quarter board." **Note:** Salute if there is an officer as president.

A6.1.4.3. Don't sit until told to do so by the president. Don't relax too much. Sit at ATTENTION, hands on your legs in front of you, and don't fidget or move around.

A6.1.5. Communication. During your introduction and the introductions of the board members, SMILE and make eye contact with each one. Always address them as Sir or Ma'am and speak clearly.

A6.1.5.1. When given the opportunity, be prepared to speak about yourself. Take a breath, relax and then provide the board with a brief, concise, and sincere background about yourself and let them know you are happy about being there. Be proud of who you are and what you are, ATTITUDE COUNTS!!

A6.1.5.2. Eye contact is IMPORTANT. Look each member in the eye as you speak, focusing on the member asking the question, and scan the other members as you discuss the issue before you. Direct eye contact will instill in the members that you are sincere, interesting, and honest.

A6.1.5.3. Answering questions. Be prepared and study for the board. Know the areas of interest and study requirements and WOW the board members with answers "from the heart."

A6.1.5.3.1. Answer only the questions you're asked. You may ask to have them repeated. Take a few seconds to compose an answer and provide your response. If you can't think of an answer, ask to come back to it. Don't stall.

A6.1.5.3.2. When you know the answer, provide a direct response. If you don't know the answer, simply state you don't have an answer and ask to come back to it. If you still don't know, simply state it in those terms, don't try to mislead or misdirect the board members.

A6.1.5.3.3. You may guess at the answer to a question if you're reasonably certain you have an answer. Again, don't use bluffing strategies.

A6.1.5.3.4. Don't beat your answer to death. Remember, be brief, concise, direct, and sincere in your response. Your score depends on how well you articulate your knowledge and can think on your feet.

A6.1.6. Leaving the board. Once the questioning is completed, the board president may ask if you have any questions or additional comments you would like to share with them. This is your opportunity to return to any unanswered questions or ones you may have answered wrong. If you have no questions or comments, REMEMBER to respect the board and provide the members with a sincere "thank you". When it is time to leave, you'll be dismissed by the president. Remember your military bearing, departure is as important as your entry to the board.

A6.1.7. Don't discuss your performance or the questions of the board with anyone until the proceedings are completed. It may hinder your chances of winning. Keep the questions in mind and think about how the board process worked. This will give you an edge for the next competition. Remember, giving your best, whether you win or lose, will allow you to experience things about yourself you might not have known. Just because you didn't win doesn't make you a loser, keep trying.

Attachment 7

ENLISTED QUARTERLY/ANNUAL SCORE SHEET

Board Member:	Nominee	Nominee	Nominee	Nominee	Nominee	Nominee
Appearance <i>(1-10 points)</i>						
Military Bearing <i>(1-10 points)</i>						
Communication <i>(1-10 points)</i>						
Question <i>(1-5 points)</i>						
Package (AF Fm 1206)						
Leadership/ Per-formance <i>(1-30 points)</i>						
Leader Qualities <i>(1-10 points)</i>						
Self-Improvement <i>(1-10 points)</i>						
Other Accomplish <i>(1-10 points)</i>						
Positive Represent <i>(1-5 points)</i>						
Total Score						

Board Member Notes:

Score the nomination package separately. When scoring the interview, score only your question.

Keep notes on the back of this form and discuss any issues with other board members as necessary.

SIGNATURE OF BOARD MEMBER